

Fall 2008 SCHEDULE

ESSENTIALS OF MANAGEMENT

Starts October 1 Helena

8:30 a.m. to 4:30 p.m. each day

Investment is \$560 (\$100 discount if all classes are attended as scheduled; discounts for multiple attendees from one organization)

This eight-part series addresses the needs of the first-line supervisors. It is an excellent program for new supervisors, and it will challenge seasoned supervisors and mid-level managers. Topics include teambuilding, performance management, long- and short-range planning, discipline handling, and legal issues of management. Each session runs from 8:30 a.m. – 4:30 p.m. Class schedule is shown below.

- **Leading October 1**
- **Building October 7**
- **Developing 1 October 8**
- **Developing 2 October 15**
- **Planning October 23**
- **Controlling October 30**
- **Protecting November 5**
- **Synthesis November 12**

Participants' comments about "Essentials of Management"

"Excellent series. I would strongly recommend it to any supervisor. We have already applied many things."

"I thought that this was a great course! Lots of helpful information, excellent instructors."

"This was a very good training. I feel I've learned a lot in only 8 days."

"I gained a great amount of information. I would highly recommend this course to others. I feel it was the most beneficial training I have attended while working at the state for the last 4 years."

"Lots of information to apply to my supervisory style."

"Wonderful class!"

"Enjoyed all the courses. Great job – Synthesis pulled everything together."

"Overall an excellent course – very practical to every day job issues."

"I think this course has been very helpful and informative. Great job! Thank you!"

"Although I've taken a lot of management theory, this was very pragmatic. Specifically looking at new supervisor situations."

"The whole course was very valuable for me. It answered many of my questions."

"I learned how to deal with different personalities, management procedures and implementation techniques."

"Very good class presentation, would highly recommend it to anyone. Helped me to learn more about other state agencies."

"Great Class – very worthwhile."

"EOM was a very interesting class. I enjoyed it very much and learned a lot. I feel this could be beneficial to everyone."

"Clearly the most valuable to me was the exchange of information and ideas from the other participants."

"Overall great course – I like the variety – multiple instructors, interaction."

"Found ideas I could use from each day."

"Very good class. Learned a lot and gained much information from other students."

"Exchange of ideas from different perspective is great!"

"Great real world examples and discussion."

"Thank you for the great class!!!"

"Good course – heavy time commitment but well worth it."

"Everything is pertinent to the job. Excellent management tools."

"I recommend this course to anyone interested in management. Excellent course content, group activities, and instructors. I think you've done a great job of fine tuning this course."

"The course was very informative, well organized and presented."

"I felt the whole course was well designed and presented. I learned a lot and the course reinforced much of my personal philosophies about management and dealing with people."

"This was a wonderful class. I wouldn't change anything."

"I think every employee would benefit from attending this training. Even if they are not interested in taking a management position, they could gain valuable insights."

"Great ideas presented, especially through the class discussion."

"This training has been of enormous assistance in providing me with the skills to perform my job more effectively."

"The exercises were great. The course was very thorough and useful."

"This was a wonderful course!"

"This class was very interesting and informative. I appreciate the common sense format. It was easy to apply the concepts to my day-to-day activities. Thanks!!"

"This course provided a good overall presentation of information that will be helpful to me as a manager."

"This course has provided a variety of tools for me to use as a new manager. The instructors were insightful, knowledgeable, and helpful. My classmates were wonderful! What a great experience. Thank you."

"This course gives a good overview of common problems and how to deal with them. As a group we got to discuss the issues and it is very helpful in managing these problems."

"The whole EOM series has been extremely helpful as I deal with reorganization and teambuilding issues at my workplace. Thanks for your good work and guidance."

"The various teachers and formats were good. I reviewed the entire course content today and appreciate how thorough it is."

"I loved the course!"

"The entire course was the best training I've ever been to."
"I was impressed with the course. I have suggested that more people from my company attend."
"This class is absolutely necessary to all supervisors, managers, and administrators."
"Very good information. Should be required for all new supervisors."
"The overall course has been very informative, interesting, open, and a great package of tools that can be applied to using different approaches in management."
"Good class. Thought-provoking."
"Best training I have ever been to! Well worth my time and the cost. I will recommend it to others."
"Highly recommend EOM for every manager, it should be required for all managers every 5 years!"
"I think the whole course was well organized, very professional and highly educational. I have already used some of the tools and techniques and have plans to use others as well."
"This course opened up a lot of ideas and ways to deal with the issues. I learned a lot in this course."
"I think this class will help me make me a better manager. I enjoyed it!"
"The whole program was extremely helpful in providing tools and practical information which can be applied in our workplace."
"Practical skills I can apply to make my management more effective."
"I now have the knowledge and ability to do my job correctly and with confidence."
"An excellent and well-presented course. Instructors are outstanding."
"Entire course was great!"
"The whole series was very informative and helpful to me bring a first-time supervisor."
"A lot of very valuable information in an easy to follow format that I can refer back to."
"This was an enlightening course. I did learn a lot. All the instructors are wonderful. Even got me to do role play which I really despise. Thank You!"
"The best thing I got from the course was how to apply management tools – discipline, planning, teambuilding – to my job. I have increased confidence as a supervisor. I'm glad I enrolled!"
"I learned to be a more effective manager. I have been told how by other people but this class opened my eyes in different ways."
"This course has increased my confidence of becoming a manager who is better prepared to deal with conflict and discipline."

ROBERT'S RULES OF ORDER

NEW!

October 1 Helena

8:30 a.m. - noon

Investment is \$90 (discounts for multiple attendees from one organization)

There are some basic principles and procedures that apply to all decision-making processes, whether you are a manager trying to lead a work team or an officer in an organization trying to conduct a meeting. These principles and procedures are referred to formally as parliamentary procedure. The **Professional Development Center** will offer *Robert's Rules of Order*, one man's discussion of parliamentary procedure that has become the leading authority in most organizations today.

Participants' comments about "Robert's Rules of Order"

"Great handouts."

"I especially appreciated the 'cheat sheet'."

"I liked the handouts on the 'Summary of Motions'."

"I liked the freedom to discuss real incidents."

"I have a better understanding of how to run a meeting and how to use motions."

"Wow!! What a fabulous learning experience! Very concise and informative. I appreciated that time spent on answering all participants' questions."

"Entire content was very helpful. The instructor provided very good examples with applying content."

"I have a new awareness of the importance of by-laws."

"Great class! Thanks."

"I appreciated the question and answer session."

WRITING FOR THE WEB NEW

October 2 Helena

9 a.m. - noon

Investment is \$70 (discounts for multiple attendees from one organization)

Your Web site should focus on content. That's why it's so important to know how to write specifically for the Web. Online content and printed materials require different writing styles. Learn how to write Web content that will help your readers achieve their main objective – to find useful information as quickly as possible. This short workshop includes a discussion of writing for screen readers used by people with visual impairments.

WARM: WRITING ADMINISTRATIVE RULES OF MONTANA

October 2 8:30 a.m. to 4:30 p.m.

October 3 8:30 a.m. to noon

Investment is \$153 (discounts for multiple attendees from one organization)

Available for 10 CLE Credits

This workshop will explore the ins and outs of writing rules. The content covers the entire rulemaking process, from legislative delegation to replacement pages for ARM. It includes practical exercises on style, reasonable necessity, and responding to comments.

Participants' comments about "WARM: Writing Administrative Rules of Montana"

"Very interesting class; appreciate the stimulating and thought-provoking exercises."

"Provided material that will be relied upon."

"Best short course I've had. John is knowledgeable, great presentation skills, devotes energy to keeping it interesting."

"I now have the ability to go back to my job and have a beginning point and guidance of what and how to complete the task of writing rules."

"I have a better understanding of the legislative side of rule making."

"I appreciated the reference sources which are a foundation to build on."

"Better understanding of the process of writing ARM's and where to find information."

"Ability to write rules and follow guidelines to achieve the department's goals."

"I liked the work sessions. I like hands-on approach."

"The material in the packet will be useful when writing rules."

"I learned a lot of the "back office" end of rule writing which is exactly what I needed."

"Immediately useful."

"The best thing was the practical exercise in evaluating comments and drafting responses."

"Excellent course. Made a boring subject fun and interesting while actually learning."

"Good, focused discussions. Having the pertinent statutes, ARMS, and other documents available in one place for further reference was helpful."

"An excellent overview with usable reference information."

"A better understanding of the rule writing process including style, format, and content."

"John Moore's courses are always informative, educational, and entertaining. Thanks."

"I now have a greater level of confidence in writing rules."

"Great class – I would highly recommend to others."

"I have a much greater 'comfort level' as I approach the process of rule-making."

"Very, very pleased with the course."

"Overall an excellent course, very helpful in explaining the process of rule writing."

"Great class! Very informative."

"John did an outstanding job –great combination of knowledge, humor, and public speaking."

"I implement rules in my job, now I know where they started."

"Starting from scratch was very informative."

"I appreciated the tips to create a valid rule."

"John made the course interesting and kept us thinking."

"The best thing about the course was the overview of the entire process, the time frames and the steps"

"Good information, you make working with rules fun."

"Great background in rule-making."

"Excellent class. Great learning tools on rule writing."

"Best government instructor I've had."

"Most interesting state training I've ever attended."

"I dreaded the course fearing dry and too deep. John brought life to a potentially horrific class!"

"The idea scares me to death, but now I think I could at least attempt a try at it. Thank you."

"I understand the process much better and wish I had had this class a year ago. I think it was great and very helpful."

"The balance was very good. The exercises were great and necessary."

"Valuable information on style and language."

"A very good overall look as to how rules are looked at and written."

"Understand the difference between statutes and rules and why administrative rules are written."

"The best part was understanding the whole process."

"Even though I've written rules for a few years, this class was very helpful."

"I now have a sense of direction for the project ahead."

"A real life run through of the process with comments about what it means and how it works."

"I thought this was the most interesting educational session I have taken since working with the state."

"John took a tough subject and made it interesting and held our attention."

"Course was comprehensive. Included discussion, examples, and exercises. Materials are outstanding and John was very knowledgeable."

"John makes technical stuff seem fun!"

"I felt the material was very well presented in a format that worked well. Frankly much better than I anticipated."

"I now have a knowledge of resources to use when working on rules."

"Very detailed materials for reference and thorough discussion of pertinent concerns in the process."

"The hands-on exercises with follow-up of sample responses were great."

"I was able to see the basic start to finish process of a rule and the many facets it entails."

"I appreciated the discussion on how to handle proposed rule comments."

"I appreciated the comfortable atmosphere with different stimuli and activities to keep our attention on sometimes difficult material."

"I feel I have a much better understanding of the rule-making process."

"For a very highly dreaded topic, this was really as interesting as possible. I have a lot more respect for the people who can do this well."

"Very helpful tools to go back and reference when it comes time to write/revise rules."

"Open discussion among all participants really facilitated learning. John Moore is an outstanding instructor. He knows when to get us back on track but really allowed us to share ideas."

"I increased my confidence in my ability to complete the ARM process and to assist staff with the process. This class provided reference material to use when I get to doing the rules. Thank you!"

"This should be a required course for every administrator, director, bureau chief in State government."

ALL KIDDING ASIDE: PREVENTING HARASSMENT

October 7 Helena

8:30 a.m. - noon

Investment is \$90 (discounts for multiple attendees from one organization)

Available for 3.0 CLE Credits

Harassment takes many forms, both blatant and subtle. A person's sex, race, national origin, age, religion, or political views may be the target of harassment. It is important that all employees understand what harassment is and how to prevent it.

Participants' comments about "All Kidding Aside: Preventing Harassment"

"Good discussion points, examining the aspects and complexities of different situations."

"Very effective. Thank you."

"I feel more comfortable in dealing with abusive behavior and language."

"Very open and informative."

"Input from the group helped shed new light on my perceptions."

"Gave me a new perspective on several issues."

"Concise guidelines as to what actually constitutes harassment."

"Good discussion on communication styles."

"Understanding gender differences that could lead to different interpretations."

"Good examples that explained the legal language."

"Learned the different forms of harassment."

"More awareness for potential problems."

"Gave me a better understanding of when harassment has actually occurred."

"Good, open environment which led to productive discussion."

"Think before you speak."

"How to recognize trouble when it develops and also how to take action."

Great interactive class,"

"Definitions, boundaries, and courses of action to prevent harassment."

"I thought this was a very useful class – even if to just raise my own awareness of my behavior and how I might affect others."

"Differences between how men and women see things."

"Information on Montana statutes."

"John backed up key concepts with real-life case information showing applications of the law and outcomes."

"Good course – informative and presented in an enjoyable manner."

"John does a very good job presenting information. He's funny but serious."

"I personally find it offensive that I'm required to attend classes to cover the liability of the state!"

"Good food for thought."
"Differences between women's and men's outlooks on same circumstances.
Awareness of liability issues."
"Very informative."
"John is a very good instructor with excellent balance in communication."
"Thanks – this was much less painful than everyone thought it would be."
"Group exercises helped make discussion of what could have been boring material fun."
"Learning the legal issues and processes when filing a charge was valuable as was the clarification on 'reasonable accommodation.'"
"The class has made me aware of some 'danger' zones and will help me in my new job."
"Very specific examples."
"The best part was the open format and questions answered."

A DELICATE BALANCE: PRIVACY AND THE RIGHT TO KNOW

October 8 Helena

8:30 a.m. to 4:30 p.m.

Investment is \$118 (discounts for multiple attendees from one organization)

6.5 CLE Credits

Agencies try to balance the public's right to know against the individual's right to privacy, yet these two rights have come into conflict on more than one occasion for government managers. This seminar addresses that problem and explores the manager's responsibility regarding public records and public meetings.

Participants' comments about "Delicate Balance: Privacy and the Right to Know"

"Best seminar I've been to in 18 years; excellent material and good class participation."
"Instructor was extremely knowledgeable about topic with supporting documents. A good primer on privacy considerations."
"A good discussion of the issues and the foundations for decision making."
"Specific statutes, cases, opinions which can be relied on for direction."
"Knowledge of state law and statutes; allowing me to better address these issues in the future."
"I have a much better understanding of how to balance the two issues with plenty of references for advice and direction."
"I would highly recommend this course to organizations dealing with school-related issues."
"Lots of tools and learning."
"There were a great variety of issues and examples presented, provoking thought and good discussion."
"Principles clearly defined with case examples to support principles."
"Good discussions – brought out lots of issues and were food for thought."
"Balancing test – right to privacy vs. demand for disclosure."

"I have a better understand of Montana law and obligation to disclose documents and hold open meetings."

"Exercises were good and forced us to think about the issues presented. These helped us apply the law we studied during the day. Lots of group involvement was interesting. People came from a variety of backgrounds which made for some different viewpoints."

"Specific knowledge that has direct application to things I am currently working on."

"Great information. I have several ideas that I can take back to my office and use."

"Enjoyed the entire class. One of the best training sessions I have taken as a state employee. Very beneficial for all those dealing with personnel files and issues."

"The course helped provide a basis for applying balancing."

"Really an outstanding overview of a very murky subject."

"John consistently does a good job with challenging subjects."

"Good course – thought provoking. Thank you."

"Best speaker and course I've attended that's been put on by the state."

"Examples of case histories were very useful for understanding material presented."

"Real life examples of how courts have applied the balancing test."

"Excellent presenter, extremely knowledgeable."

"Definition of what is or is not a public meeting and public record."

"Excellent information."

"Very well done. I have a clearer understanding of the issues. Good practical application information."

"Great examples and subject matter."

"This course was much needed, clear, and should be presented to all people who work in government positions."

"Very informational. I appreciated not only the information, but also the case law behind it."

"Addresses specific problems of state employees."

"This class was very informative and relevant to the issues I deal with routinely."

"I will recommend this course to our attorneys and record keeping personnel."

"Applicable knowledge to actually use in the day-to-day work environment."

LEGISLATURE 2009

October 9 Helena

9 a.m. – 4 p.m.

Investment is \$105 (discounts for multiple attendees from one organization)

In the advent of the 2009 Legislative Session, the Professional Development Center is presenting a day of training on working with the Legislature. The goal of this workshop is to help executive branch managers prepare for providing clear information to the Legislature. The workshop will cover four topics, each

presented by a manager with extensive experience in the area: The Legislative Process, Preparing Fiscal Notes, Preparing Justifications, Presenting to Legislative Committees.

MEETING-FUL MINUTES

October 10 Kalispell

October 14 Helena

8:30 a.m. – noon at each location

Investment is \$90 (discounts for multiple attendees from one organization)

Do your hands cramp up at the thought of recording meeting minutes? Do you question what information you should record and what you should leave out? You're not alone. This half-day workshop will give you the tools needed to take effective notes and to write meaningful minutes.

Participants' comments about "Meeting-ful Minutes"

"This was a great course. Very interactive, which helps immensely."

"Great ideas and experiences shared were very helpful."

"Excellent instructor, very helpful!"

"Wonderful presentation, lots of resources, and useful information."

"Validated what I currently do and gave me tips for improvement."

"Lots of ideas for me. Cornell system is very interesting."

"Templates are very valuable."

"Group discussion on individual short cuts. I gained some GREAT ideas by hearing what works for others."

"I found setting up forms and abbreviations helpful."

"New tips on how to make my minutes more useful and the information easier to find."

"I found that I was not alone in my frustrations."

"I was given all kinds of helpful information and forms."

"Good ideas for formats, before meeting preparations, what to record and what to leave out, methods of recording."

"How to summarize better."

"This is one of the best workshops I have attended."

"Great ideas on how to organize minutes more effectively."

"Great balance. Always appreciate having handouts as reference."

"Everything was to the point and informative. I was able to understand."

"Understanding what should be done before, during, and after a meeting to ensure accuracy."

"I will highly recommend this course to all that I know it could benefit."

"I liked all the legal information and tips of 'grammar and punctuation' that have changed."

"This is one of most educational and clear classes I have taken."

"This was the best seminar I've attended all year! I like the small class and how organized the workshop was."

"Very informative. Note talking and especially releasing minutes to the public was valuable."

"Great class, very informative. Glad I came."

"I found this course very interesting. Incorporating some English rules is awesome. Jane knows here stuff and I would take a writing class taught by her. Thanks!"

"This class definitely defined the essentials of minutes and showed me what is legally necessary."

"I learned how to shorten my minutes, but still have them contain all the important information."

"I liked the clear rules about what to include in minutes and how they are best formatted."

UNDERSTANDING THE BROADBAND PAY PLAN

NEW

October 15 Helena

9 a.m. - noon

Investment is \$80 (discounts for multiple attendees from one organization)

This session overviews

- * the basic elements of the plan
- * the market analysis and survey sources
- * the pay range
- * frequently asked questions

Participants' comments about "Understanding the Broadband Pay Plan"

"Discussion and dialog between attendees was very beneficial."

"This was useful and helpful for me."

"The 'Questions and Answers' were super as was the handout. Thank you to all the presenters."

BASIC PURCHASING METHODS AND ISSUES

October 15 Helena

8:30 a.m. to 4:30 p.m.

Investment is \$35

Procuring equipment and services for your agency can be a harrowing experience, if you don't have the right tools. This session covers procurement ethics, resources, levels of authority, and delegation. It also covers the procurement tools used for small purchases, limited solicitation, sole source, and sole brand.

Participants' comments about "Basics of Purchasing Methods and Issues"

"Better understanding of State Procurement and available resources."

"Gained the knowledge that our agency needs to do a better job with purchasing."

"Great training – very comprehensive."

"I liked the group discussions and the examples that explained the 'why.'"

"Better understanding on what I have been doing."

"Penny was great at explaining some difficult terms, lessons and teaching a difficult subject. Kept me focused and interested throughout the day."

"I gained an awareness of terminology, policies and procedures for state purchasing and am now familiar with resources available to help ensure policies are complied with."

"Now I know that there is information on the web to help me answer more questions."

"I am new to this, so this class just gave me all of the knowledge and basics I need for my job. It helped out a lot. Thanks!"

"Good instructor, real examples, and discussion with students."

"Gained valuable knowledge of where to go for information for all aspects of purchasing, contracts, etc."

"Great overview and helped trigger areas to improve or tools to utilize."

"A lot of information and resources that will be use. Thanks."

"A good awareness and understanding of basic procedures and available resources."

"How the state process works and the laws it works through. Website to find information if I have questions."

"This is one of the best courses that I have taken and would send everyone in my Division that deals with contracts to it and the advanced RFP course."

"Where to go to find information was valuable."

"Appreciated the purchases to contract information."

"Excellent knowledge of material. Gave examples to clarify materials. Requested and encouraged class participation."

"Learning about items that require prior approval before buying and who to contact to get approval."

"Penny's expertise inspires and her availability is refreshing to agencies."

"The best thing was the website directions for access to available information."

"I was very impressed! I was skeptical that I would make it all day. It was actually great!!!"

PRINCIPLES OF UPPER MANAGEMENT

Starts October 16 Helena

8:30 a.m. to 4:30 p.m. each day

Investment is \$430 (discounts for multiple attendees from one organization)

This six-part series is designed to strengthen and expand knowledge in crucial management areas for both the new and the seasoned middle manager. It addresses crucial areas for all program managers. Class schedule is as shown below:

Managing Information	October 16
Managing Teams	October 22
Managing Budgets	October 29
Managing Projects	November 6
Ethics	November 13
Synthesis	November 18

Participants' comments about "Principles of Upper Management"

"I really enjoyed this series. I appreciated the opportunity to meet and learn from the other participants and the instructors."

"Different agencies presented different approaches to issues that created a new way of looking at things."

"I appreciated the interaction with others and the sharing of expertise."

"I appreciated the coverage of diverse issues involved in management and being with peers in other agencies."

"Awesome!"

"This series is very informative."

"Great background – this course helped me a lot starting out in a new management position."

"Great course! I enjoyed it and learned a lot of useful tools to help get through."

"I thought these sessions were very informative – I can see this helping me in the very near future for movement upward. Thanks."

"Great course!"

"All the information was very useful!"

"Thank you for your guidance and energy to make this class fun, interesting, and easily 'relatable' in the outside world."

"I gained an overall understanding of upper management."

"I liked the ability to participate freely."

"Great class! It will help in my career advancement."

"Over all I learned a lot."

"The overall course was time well spent. Excellent class."

"I thought the class was awesome! The class size was perfect; it facilitated great discussion."

"I really enjoyed the Principles of Upper Management. The items we covered were applicable to my managing my program. The instructors were effective in getting their point across. Now I just need to implement the ideas."

"I'm glad I took this course and was able to very easily bring it all together in my mind. The curriculum, exercises, and discussions were beautifully dove-tailed to conclusion. Thanks very much."

"Good class – I'm better prepared to move up the ladder."

NEW EMPLOYEE ORIENTATION

October 16 Helena

8:30 a.m. to 4:30 p.m.

Investment is \$58

This is an opportunity for new state employees to hear about and ask questions about their benefits package, retirement, classification and pay, safety, policies, training, and their rights and responsibilities.

ADVANCED PURCHASING METHODS AND ISSUES

October 22 Helena

8:30 a.m. to 4:30 p.m.

Investment is \$35

This session covers building, writing, opening, and awarding Request for Proposals, Invitation for Bids, and Requests for Information. It also focuses on advanced procurement issues such as leasing vs. buying, public access, protests, grants, and ethics.

Participants' comments about "Advanced Purchasing Methods and Issues"

- "The best thing was the updates on policy changes and suggestions for vender problems and possible solutions."
- "Better understanding of tools and when to use them. Great job, Penny."
- "Penny is an excellent instructor."
- "The best thing was the updates on policy changes and suggestions for vender problems and possible solutions."
- "I now have a broader understanding of state process and documentation."
- "I have a better understanding of the legalities and details involved in the RFP process."
- "Well worth the time taken – will recommend it to others."
- "Lots of good information."
- "Penny Moon knows the material very well and presents with confidence."
- "The best thing about the class was the insurance detail information and where liability could fall – State vs. contractor."
- "I gained additional knowledge of purchasing issues, especially IFBs and RFPs, contract language."
- "Filled in lots of blanks for me."
- "Working knowledge and implementation and application to 'gray' areas."
- "Open forum format used was a refreshing training tool."
- "Explanation of legalities and wording was very understandable. Well presented."
- "Penny does a great job giving examples!"
- "Loved the course. Good information presented in a practical manner."

INITIATING & NAVIGATING THE RFP PROCESS

October 29 Helena

8:30 a.m. to 4:30 p.m.

Investment is \$35

Available for 5.5 CLE credits

This seminar is intended for anyone with actual or potential responsibility for developing, soliciting, and evaluating Request for Proposals (RFP). It will identify when to use the RFP process, how to establish proposal requirements, criteria, evaluation committees, proposal conferences, negotiations, and proposal awards and monitoring.

Participants' comments about "The RFP Process"

- "Made me rethink using IFB (Invitation for Bid) process instead of RFP for pending contract at our program."
- "I learned how to handle evaluations and meetings to make sure everything is fair."

"I feel confident to do the RFP I'm planning. This was one of the best trainings I have ever attended."

"I appreciated going through the RFP steps with great description. Penny took the 'fear' out of the process."

RETIREMENT: BENEFITS OVERVIEW

October 30 Missoula

8:30 a.m. – 4:30 p.m.

Investment is \$99

Do you know what your benefits will be in retirement? This one-day workshop will help answer your benefit questions and get referral information in these areas:

- Social Security benefits
- State of Montana Insurance benefits
- VEBA
- PERS benefits
- Deferred Compensation

Participants' comments about "Retirement: Benefits Overview"

"All of this was very well presented and very useful."

"Excellent presentation of valuable information. Competent, nice people doing presentations."

"Very helpful. Thanks!"

"Great job to all of you on this class."

"Everyone was excellent and gave much food for thought."

MENTORING: THE VIEW FROM BOTH SIDES

November 5 Helena

8:30 a.m. - noon

Investment is \$90 (discounts for multiple attendees from one organization)

Mentoring has become an effective method to help employees with orientation, career advancement, problem solving, and support. Organizations profit from such relationships by increased productivity, reduced turnover, and solid management teams. Organizations also gain a pool of qualified individuals to fill vacant positions. In this workshop, we will examine the benefits of both sides and the rewards associated with this alliance.

Participants' comments about "Mentoring: The View from Both Sides"

"I have a better understanding of mentoring and the information to start a program."

"Distinguishing between coaching and mentoring – made me think because I have to do both."

"Learning to provide options and consequences and let mentee decide, instead of giving a directive."

"Mentor survey was great."

"I got ideas about how to help my staff without blurring my role with them."

"Good communication techniques suggested."

"The best part was the implementation strategies for starting a mentoring program."
"Distinguishing between coaching and mentoring and outcomes that can be expected from each."
"I appreciated the suggestions for mentor-mentee relationship structures."
"A great communication tool. Another skill to improve my job performance."
"I appreciated the discussion on building trust with honest communication within the partnership."
"I have a better understanding of the requirements for mentoring."

INVESTIGATING PERSONNEL ISSUES

November 6 Helena

8:30 a.m. to 4:30 p.m.

Investment is \$118 (discounts for multiple attendees from one organization)

Available for 6.5 CLE credits

Managers, personnel officers, and other employees can, at any time, get involved with investigating a complaint. The issues are often sensitive, involving sexual harassment, alleged misconduct, and performance with the public, even on-the-job accidents. This one-day workshop will explore the need for investigation, methods, interview techniques, documentation, and confidentiality.

Participants' comments on "Investigating Personnel Issues"

"I appreciated the examples of real cases."
"Made me think differently about conducting our audit interviews."
"Better understanding of how to ask questions."
"I gained an understanding of the entire process of investigating personnel issues."
"Remembering to be aware of and consider the various rights of the employee."
"The case-law examples were very interesting."
"Very interesting – made me think about some issues that I hadn't considered before."
"Value of more structured investigation. Good balance between fun and substance. Best PDC class yet."
"Legal discussion of case law and specific exercises were very helpful."
"Many ideas on how to gather the correct information during investigations."
"Tips on asking meaningful questions."
"Outline on procedures to use."
"One of the best in-services I've been to. The information is very useful to my position."
"Good concise review of process - outline will be helpful."
"I gained a clear understanding of the process in conducting a personnel investigation - very useful."
"Great reference tool."
"Very useful information. This knowledge will help me be alert for problem areas."

"Good guide to follow – what to do, and more importantly, what not to do!
How to ask questions?"

"How to start an investigation to get the best information needed."

"Compiling of information needed to conduct an investigation."

"How to ask the right questions to conduct investigations."

"Documents needed for investigation."

"Learning my responsibilities and obligations in personnel investigations."

"Excellent and relevant information – logically organized."

"Specific approaches to investigation, union and non-union information, and court cases were valuable."

"Validation that many of our practices meet the standards."

"Excellent balance between lecture, exercises and handout – good exchange and participation."

"Gained confidence and knowledge in how to effectively perform investigations."

"Good description of steps in the investigation process."

"I now feel I will be more prepared to approach a situation that I need to investigate."

"Great methodical coverage of process including legal issues and process details. It was clear and concise. I liked the great pace and variety of activities."

"Great exercise on how to phrase questions to get the information you're looking for."

"Exercises were excellent."

"The materials were very good, particularly on 'Interviewing.'"

"Learned about Garrity and Weingartner Rights and many other issues concerning legal aspects of interviews."

"I have a better understanding of some legal issues to consider when working and investigating personnel issues. The asking questions practice was helpful. Scenarios were good."

"I appreciated the specific questions to ask and not to ask and how to prepare materials and reports."

INTRODUCTION TO MYERS-BRIGGS TYPE INDICATOR

November 13 Helena

8:30 a.m. - noon

Investment is \$105 (discounts for multiple attendees from one organization)

Anyone who seeks a better understanding of themselves and others should attend this half-day workshop. Using the Myers-Briggs Type Indicator, participants will develop a thorough psychological self-portrait and a deeper understanding of themselves and others.

Participants' comments about "Introduction to MBTI"

"How to work better with my co-workers."

"Great class – would like to know more. Thanks"

"Gaining insight into other's personality."

"It was fun. Helped me to think about the other types in my life."
 "Found out more about myself and opposite preferences."
 "Wonderful – presented in a clear, fun manner."
 "Learned it was okay to be yourself."
 "I learned why some people see things differently than I do."
 "Understanding my type as a person and to see where other people are coming from."
 "Tools to work better with others."
 "Appreciation that people think and act differently and that is ok."
 "It was very interesting and I gained a lot of knowledge."
 "Provides a great tool for assisting in furthering personal growth."
 "I learned that people act according to their type preference and to recognize this preference to get along better."
 "Learned more about how co-workers react to situations."
 "Simply excellent!"
 "Discussion and breaking into groups and asking questions was very good."
 "Gained a better understanding of my coworkers and self."
 "Seeing the outcome for our work group. Reaffirming of my own type."
 "Understanding how others think/act/work/play made the course very interactive."
 "Very good to see the differences."
 "Affirmation of previous inner work."
 "Learning more about the people I work with and for."
 "Hearing from all involved in the class and now wanting to work with those different from me. I am very impressed with this course."
 "Best PDC course I have taken. Kathy's approach is great, sensitive and understanding."
 "Insight into how to make the material helpful."
 "Learning how to relate with others despite our personality differences."
 "Learning my strengths and weaknesses for accomplishing my job."
 "Talking about how the information presented is applicable to our department and how we can improve on what we do."
 "We are all different yet work well together, how to adapt in the workplace."
 "I know have the material and information to better understand myself and the people I interact with."
 "I gained insight to the reasons why have conflict in the office and how we perceive one another."
 "Thanks! Good discussion, good insights into other's preferences and interactions."

ROBERT'S RULES OF ORDER NEW!

November 13 Missoula

8:30 a.m. - noon

Investment is \$90 (discounts for multiple attendees from one organization)

There are some basic principles and procedures that apply to all decision-making processes, whether you are a manager trying to lead a work team or an officer in an organization trying to conduct a meeting. These principles and procedures are referred to formally as parliamentary procedure. The **Professional Development Center** will offer *Robert's Rules of Order*, one man's discussion of parliamentary procedure that has become the leading authority in most organizations today.

Participants' comments about "Robert's Rules of Order"

"Great handouts."

"I especially appreciated the 'cheat sheet'."

"I liked the handouts on the 'Summary of Motions'."

"I liked the freedom to discuss real incidents."

"I have a better understanding of how to run a meeting and how to use motions."

"Wow!! What a fabulous learning experience! Very concise and informative. I appreciated that time spent on answering all participants' questions."

"Entire content was very helpful. The instructor provided very good examples with applying content."

"I have a new awareness of the importance of by-laws."

"Great class! Thanks."

"I appreciated the question and answer session."

RIGHTING YOUR WRITING

November 14 & 21 Lewistown

8:30 a.m. - noon each day

Investment is \$130 (discounts for multiple attendees from one organization)

This workshop begins and ends with these three rules of writing: be clear, be concise, be brief. And all the stuff in between will help you follow them with increased ease and confidence. Between sessions, the instructor will review and comment on writing samples from each participant.

Participants' comments about "Righting Your Writing"

"Simple and direct tips on improving writing."

"This course was great."

"I gained confidence in my writing ability. This course has encouraged me to take on some new writing challenges."

"The best thing was the application of these ideas on our own material."

"Awareness of some problems I'm having that wasn't aware of."

"Having actual writing revised with great comments."

"I learned how to cut down my content and not be so wordy."

"Gave tools that can be used immediately."

"I have a better understanding of my current writing and what NOT to use anymore."

"I have already recommended this class to my staff."

"The exercises were useful to look at how to revise my writing, and obviously, John spent considerable thought to help me and the others."

"Showed me how to organize documents so the message is clearer and easier to find."
"Great class! Very helpful."
"It was very helpful to have you review our actual work products. I enjoyed the class."
"The best thing about the class was the increased ability to critically evaluate my writing – to edit and revise."
"I realized that we need to re-evaluate our form letters using the Fog Index."
"I appreciated learning more about the active voice and being short and clear in writing."

CONTEMPORARY WRITING SKILLS

November 17 1 – 4:30 p.m.

November 18 8:30 a.m. - noon

Helena

Investment is \$118 (discounts for multiple attendees from one organization)

This ever-popular seminar is intended to improve professional skills in composing and revising prose, with an emphasis in punctuation, grammar, and style in contemporary use.

Participants' comments about "Contemporary Writing Skills"

"I suggest anyone in a position to correspond with others in a business sense should take this class."
"Made what could have been a boring topic most interesting."
"Everybody needs to take it."
"Very well prepared and presented."
"Delightful humor helped the learning process."
"Good humor and examples. It was fun!"
"Gave a great reference to review when needed."
"Courage to write simply. I know I can write complex material, and what good does that do?"
"It made me feel comfortable with communicating on a more simple level. Even when others in my group try to do the opposite."
"Great refresher for grammar skills. Also a big help to improve my memos and letters."
"Very good. You make a hard subject interesting and fun."
"Helped me sharpen my skills."
"The helpful hints will be useful in developing a simple sentence."
"I got a lot out of the class and found that others struggle with the same issues I have. Thanks."
"Great class, will use reference material in the future."
"This class combined information with application, making the information more memorable. Also, the presentation style was interesting and comfortable, with just enough humor to keep me awake! Excellent and worth my time."
"It was all very helpful; keep your writing simple and easily understandable."

"Very entertaining! "

"Concrete tips on better writing and references to take with me."

"The course is a great review and presents contemporary usage."

"I feel that I can now at least put two sentences together and have them make sense."

"I gained a better understanding of grammar and punctuation."

"Thank you for making a painful subject relatively painless!"

"It was nice to hear an honest approach to all of the useless stuff I learned in high school and college."

"Very well done. Enjoyable, informative, and useful."

"Learned not to be scared to write and that everyone can proofread."

"Excellent instructor! Very helpful!"

"Good class, very informative, with tips that be used for all writing styles. Great reference handouts!"

"Great info on all aspects of course – style, grammar, and punctuation. Really enjoyed this course. Took away lots of useful information."

"The content and presentation was very direct and easy to understand."

"It was great to refresh on the different verb tenses and their proper use. I learned and 'remembered' a lot of things I had forgotten."

"Great Class! Very helpful. Instructor was excellent."

"Great resources to check the accuracy of my work. Good skills I seem to have misplaced in my schooling."

"All handouts extremely helpful."

"I gained skills reawaken that I have not used in years."

"This was a GREAT refresher. It has been a long time since I have done this."

"I'm glad I took this class."

"Thank you – well worth my time."

MEDIA RELATIONS

November 18

Helena

8:30 a.m. to 4:30 p.m.

Investment is \$118 (discounts for multiple attendees from one organization)

This day-long seminar is intended for anyone who has contact with the press. It addresses the rights and responsibilities of working with the press, and includes a video recorded press interview.

Participants' comments about "Media Relations"

"Great! Practice was excellent."

"Useful handouts."

"I appreciated the suggestions on how to develop better relationships with the media."

"The video test case provided the most valuable experience and I will use this technique for practice."

"The best thing about the course was the opportunity to view my video interview and critique myself using do and don'ts provided."

"Great all around course - enjoyed the video taping."
 "News release information was very valuable."
 "Learning how to set boundaries with the media; how to not answer questions and say no; what topics to avoid."
 "Excellent. Well organized with sufficient time for questions and answers."
 "The best thing about the course was the necessity to keep an interview within your control and how to accomplish this."
 "The best about this course was learning how press releases and copy are edited."
 "Learning how to organize a press release and perform an interview."
 "The video segment was very useful - showed what you did well and what you could work on in terms of content, control, and presentation."
 "I enjoyed the variety and gained some valuable experience. I enjoyed the presentation from Bob Anez and the change to be 'interviewed' on camera. It was very helpful and offered a real-life experience.

BUILDING COMMUNICATIONS SKILLS: EFFECTIVE COMMUNICATION SKILLS

November 19 Helena

8:30 a.m. - noon

Investment is \$90 (take the whole *Building Communication Skills* series for \$380 – a 33% savings), (discounts for multiple attendees from one organization)

During this intensive communication session, participants engage in a series of skill-building exercises to practice effective communication tools. These tools include active listening and giving effective feedback.

Participants' comments about "Effective Communications"

"I appreciated the opportunity to practice specific applications of communication."
 "This class was effective in reminding me of the importance of listening and practicing good communication skills."
 "I liked isolating the aspects of communication I need to work on."
 "I liked the experience using open-ended questions."
 "I gained new ways to improve my communications."
 "I enjoyed it – Thanks!"
 "I learned how to listen and how to ask questions for more clarification."
 "Good self-evaluation of my skills."
 "I feel I will be able to articulate more effectively to my clients – very worthwhile course."
 "I learned how I can communicate better, and how my body language affects the way people listen."
 "I enjoyed the group activities. I like being able to hear and share ideas."
 "It was a good class. I liked the Listening Attitudes and Behaviors checklist."
 "Seeing how my mannerisms can affect how others interpret what I am saying."
 "Self understanding of my own abilities."
 "Better appreciation of where I am as a listener and things I need to work on."

"I think this class will be helpful not only at work but also in every day situations."

"It brought things to my attention that I need to work on to communicate more effectively."

"Listening – how to give feedback to clarify what I think the speaker said."

"Positive tools to communicate better."

"I gained several things from this course: 1) how to be an effective listener, 2) paraphrasing, 3) what things I personally need to work on."

"Listening is a skill that can be learned."

"Looking at individual strengths, options, and strategies for bridging communication problems."

"This course has been very helpful understanding people's needs, and how to use better communication skills in and out of the workplace. Thank you for an interesting course."

BUILDING COMMUNICATION SKILLS: ON BEING ASSERTIVE

November 19

Helena

1 – 4:30 p.m.

Investment is \$90 (take the whole *Building Communication Skills* series for \$380 – a 33% savings), (discounts for multiple attendees from one organization)

Participants will learn the four types of communication behaviors, and develop the tools necessary to use assertive communication to better express their views.

Participants' comments about "On Being Assertive"

"This course related very closely to my work related experiences and was very insightful."

"I'm anxious to go back to the job and home and use what I have learned."

"Very informational and enjoyable."

"Great class – fun and interesting. Very helpful. Thanks."

"Thank you for the wonderful information."

"Empowering! I have the ability to change my own actions as well as dealing with uncomfortable situation with others!"

"This class was super – lots of interaction. I will highly recommend to others."

"I liked the communications formula."

"I felt that this was a most beneficial class."

"Help on how to respond to conflict situation."

"Distinction between passive, assertive, and aggressive."

"Constructive ways to assertively address issues at work."

"How to be assertive using the communication formula."

"Great ideas how to address and request resolution of problems at home or in the workplace."

"I discovered that often times I am too assertive and need to let the pendulum swing back to assertive."

"Realizing that there is an appropriate time and place to be passive, assertive, or aggressive."

"Remembering that all people have all different communication styles."

"Applications for everyday life – even those seemingly impossible situations."
"So applicable to my work? Thank you."
"I gained a better understanding of communications styles and techniques."
"Fostered a greater understanding of myself and how I communicate with others, and ways I can improve."
"How to be assertive without being aggressive."
"I liked the communication formula."
"I gained a better understanding that you must choose the style of communication appropriate to the situation."
"The communication formula will be helpful in preparing what to say."

APPROACHING SUPERVISION

November 20 Lewistown

8:30 a.m. to 4:30 p.m.

Investment is \$118 (discounts for multiple attendees from one organization)

Promotions to supervisory positions generally come on the heels of technical proficiency in the work of the unit. But supervision entails an entirely different set of skills, a new type of job. This seminar identifies the overall role and scope of supervision and the skills, abilities, and personal principles needed to perform the job well.

Participants' comments about "Approaching Supervision"

"It was well organized and stayed on track which helped cover more material, all of which was relevant."
"Useful tools and tips to assist me in my management role."
"Great class - I learned a lot from it."
"Helped me recognize some of the 'normal' things people go through when taking a new position."
"Clarification of supervisor's role and responsibility."
"How to communicate better in pressure situations."
"Best part: seven things not to do as a supervisor. Instructor did a good job of responding to questions and giving examples."
"Wonderful instructor, great speaker, easy to listen to, would definitely attend another of his presentations."
"The best thing about the course was the encouragement of better listening and communication skills."
"Affirmed a lot of my beliefs on how to be a good supervisor. I was very happy with what was presented in the time frame allowed."
"The best thing was the concept of matching leadership style to an employee's needs."
"Appreciated learning what kind of leader I am."
"The best thing I gained was the recognition of the range of human styles, progression of feeling in transition."
"I gained a better understanding of what a supervisor's role is and is not."
"This was a very good course. It gave a lot of insight to being and becoming a better manager."

"Better understanding of how to effectively supervise my area. What areas/skills I need to work on personally."

"I highly recommend others to take this class. Thank you for the opportunity."

"This class changed my opinion of what my role is and what supervisory power is."

"I learned that my leadership style needs to change according to the circumstances."

"This class was informative, well-presented, entertaining, with good feedback, insight, and knowledge that can be applied in any situation."

"Director/Coach/Supporter/Delegator concept and the need to vary response depending on the need of the individual was the most beneficial part of the workshop."

"Very worthwhile class. Thank you."

"Great class! Thank you."

"A better understanding of how both sides look at supervision and how best to handle it from the supervision side."

"Great course, good discussion among the group, made the course very interesting."

"Renewed awareness of supervisor/employee relations."

"This course showed me what kind of leader/manager I would be and see areas that I can improve on, such as communications, before I become a manager, making me a better manager in the long run."

"Learning about using different leadership styles in different situations."

"I liked the way you addressed and valued all comments and managed to bring discussion back to topic."

"New ideas, new perspective. Insight into myself."

"Learning how to become a more effective supervisor and dealing with different types of employees."

"The best thing was examining the leadership styles and suiting the leadership to the person/situation."

"Realizing how important communication is!"

"The ability to adjust my coaching skills as required by the situation."

"Learned different ways to support and manage people."

"Learned what a supervisor is NOT responsible for."

"The transition model for new supervisors was very interesting. Knowing that some of these changes are expected."

"Clear understanding of what a supervisory position requires."

"Learned more about communicating and being supportive."

"Improving communication skills and delegating tasks."

"Learned what the gains and losses are in becoming a supervisor."

"Learned that you can't motivate your workers but if you motivate yourself it will help others."

"The most valuable thing about this course was the understanding of how the basics of management sometimes aren't black and white. Good concepts."

"John kept the group engaged, had good examples, transitioned from topic to topic well."

"The information that different types of situations require a different type of supervision was valuable."

"Provided very useful information for a beginning supervisor."

RETIREMENT: BENEFITS OVERVIEW

November 20 Helena

8:30 a.m. – 4:30 p.m.

Investment is \$99

Do you know what your benefits will be in retirement? This one-day workshop will help answer your benefit questions and get referral information in these areas:

- Social Security benefits
- State of Montana Insurance benefits
- VEBA
- PERS benefits
- Deferred Compensation

Participants' comments about "Retirement: Benefits Overview"

"All of this was very well presented and very useful."

"Excellent presentation of valuable information. Competent, nice people doing presentations."

"Very helpful. Thanks!"

"Great job to all of you on this class."

"Everyone was excellent and gave much food for thought."

BASICS OF MANAGEMENT

Starts November 25 Helena

8:30 a.m. to 4:30 p.m. each day

Investment is \$430 (discounts for multiple attendees from one organization)

This series involves those who are not now in a management position, but whom their agency sees as having leadership potential. Participants complete an assessment before the series and again following the series. Those who pass the post-assessment receive a recommendation that this training count as one-year constructive credit for supervisory experience or as a deciding factor when assessing substantial equally qualified candidates for a supervisory position.

Classes will take place on these dates:

- **The Assignment November 25**
- **The Challenge December 2**
- **The Job December 3**
- **The Staff December 9**
- **The Problems December 10**
- **The Choices December 16**

Participants' comments about "Basics of Management"

"This course was the most interesting, educational, and entertaining training I have participated in."

"So practical, with hands-on tools and skill-building to help us do our jobs better."

"This course was excellent. Going through the course made me aware of the many challenges a manager faces as part of the job."

"The instructors of this course presented the material in a way that made the class fun to be in while learning."

"I would recommend it to people not only thinking of becoming managers, but just for personal growth."

"You guys did a great job presenting. I enjoyed the class."

"What a wonderful learning experience. I really enjoyed the class."

"The whole course was great and very insightful for me. I have been recommending this course to my colleagues."

"The whole series was great! Thanks."

"Many issues related to both job and personal relationships and self-knowledge. Great class!"

"I felt this series was very eye-opening."

"This course should be attended by anyone seeking to improve the working environment."

"I learned a lot from this class. It will help me in my promotion."

"All the courses were very informative and all the instructors were very friendly and knowledgeable. I will definitely be suggesting this course to others."

"This course would apply even to those who do not plan to become managers if only to help them deal with the public and fellow employees through the course materials on personalities, use of humor, conflict, etc."

"This class has been very helpful and timely! Thanks for all the help and ideas."

"Very good course for those interested in becoming managers or those who are happy where they are and just more and develop new skills and strengths."

"The course was great for a new and different perspective on management."

"This course has given me the tools I need to feel comfortable in making the move to a supervisory position. Thank you."

"Good course! Useful tools."

"Overall the entire course was very informative. I learned a lot! Thanks."

"This course will change my views on supervising other people."

"This course is really good for someone who has not supervised people very often. I think it will help my relationship with employees."

"Great course! It really helped me evaluate my interest and potential in management."

"I truly enjoyed each session and have already found what was learned to be beneficial."

"This was an excellent seminar. Every day was helpful and relevant. The discussions with peers were very helpful. I am very glad I had the opportunity to take the course."

"The management series was helpful. I liked the small, diverse class. I like the concept of 'inclusion, control, and respect.'"

"This course was very interesting and informative. I believe this will really help me and my organization move forward in a more positive manner. I will be discussing this course and what I learned with my supervisor."

"This class was a great eye opener and also is a good step to learning about others."

"A true heads-up about being a supervisor in state government. Tons of things to think about."

"I loved this course, very eye-opening for me, I know what my bosses are going through every day."

"The whole course was very informative and I would highly recommend this course to others."

"This was good stuff. Thanks."

"I have never gotten so much out of a class before. Not only did it address how to be a good manager, it told me how and why to deal with things. Real life scenarios."

BUILDING COMMUNICATION SKILLS: WORKING WITH DIFFICULT PEOPLE

November 25

Helena

8:30 a.m. – 4:30 p.m.

Investment is \$118 (take the whole *Building Communication Skills* series for \$380 – a 33% savings), (discounts for multiple attendees from one organization)

You can't hand-pick your co-workers. Very often, you come across someone who seems – to you, at least – difficult to deal with. This half-day workshop focuses on several types of difficult people, as well as providing tips on recognizing and coping with them. It also emphasizes the communication skills necessary to cope with all sorts of people and situations.

Participants' comments about "Working with Difficult People"

"I think this class shall be very useful. It was revealing and analytical."

"You think about all sides in how to deal with these people."

"How to work with, not against, difficult people."

"It gave me ideas on how to cope with difficult people."

"The different tactics that can be tried in dealing with co-workers."

"Opened my eyes that I need to be more patient and stop and think about how they are feeling."

"Finding out I need to be a better listener all the time, not just when I need to listen to solve a problem."

"Finding out that I might be part of the problem."

"It made me see things I do that aggravate a problem."

"Not to walk away, listen, and be patient."

"Learned about my style and how it differs from others."

"The best thing about the course was to recognize the characteristics of different people."

"More insight as to why I react the way I do to my 'difficult person.'"

"Better understanding of my role in conflict, and need for my own control."
 "Identified my behaviors that let them take control or did not give them consideration."
 "Recognizing the differences in people and their reactions."
 "Our class opening discussed our communication styles and received options on how to deal with others."
 "Plan, prepare, present."
 "Great class. Film was fun."
 "Different ideas on dealing with others and self."
 "Self-evaluation was good. Seeing what I need to change so I am not a 'difficult' person."
 "Ideas to deal with a 'know-it-all.'"
 "Very worthwhile workshop. I am taking many good ideas back to the job site."
 "Learning what to say and not to say."
 "The best thing about the course was a look at my own 're-actions' towards certain people I have had issues with in the past. I have been treating them differently than others."
 "Solid, concrete advice on how to handle difficult behaviors."
 "Information about myself as a difficult person to deal with and how to identify ways to treat people I may be having problems with."
 "I appreciated the 'Lens of Understanding' and the approach of changing our own attitude rather than changing others around us."
 "I found the class both informational and enlightening."
 "I enjoyed the class – loved the class interaction – came away with good insights and ideas."
 "I feel this class should be mandatory for all employees because it makes you look at yourself and ask 'Am I difficult to work with?' and 'What can I do to change?'"

EFFECTIVE MEETINGS

December 2 Helena

8:30 a.m. - noon

Investment is \$90 (discounts for multiple attendees from one organization)

This half-day seminar emphasizes the role of the meeting leader and recorder in making meetings effective and productive. It will teach methods of designing clear meeting objectives, enhancing the meeting environment, dealing with difficult participants, keeping the meeting on track, and recording the decisions and actions of the group.

Participants' comments about "Effective Meetings"

"Great class! I liked the 'how to format a meeting,' 'decision making,' and the importance of summarizing."
 "How to be a better facilitator and get the attendees to participate and prepare better."

I enjoyed the discussion on action minutes, types of meetings, and interruption techniques."

"I enjoyed this course and would highly recommend it to my co-workers."

"This class offered timely and informative information that will help future meetings be more effective for me."

"The best part was the action agenda and agenda wrap-up."

"I appreciated the ideas for dealing with difficult people or situation. My boss needs this training."

"The best think I obtained was some confidence. Using the action list especially will help me."

BUILDING COMMUNICATIONS SKILLS: WIN/WIN COMMUNICATIONS

December 4 Helena

8:30 a.m. - noon

Investment is \$90 (take the whole *Building Communication Skills* series for \$380 – a 33% savings), (discounts for multiple attendees from one organization)

Win/Win is a frame of mind and heart that constantly seeks mutual benefit in all human interactions. This course enables a cooperative effort toward common goals. Win/Win strives for agreements or solutions that are mutually beneficial and satisfying to both parties.

Participants' comments about "Win/Win Communication"

"I realized that different situations call for different responses and that time is needed for collaboration."

"This course was very appropriate for my needs."

"I appreciated learning the different approaches available to get to a win/win agreement."

"Better understanding and acceptance of a previous conflict resolution: become more open/aware of both sides for that particular situation and future situations."

"Good, useable communication tools. Thanks! It was a great learning experience."

"Looking at both sides with inclusion, respect and control."

"The handout and the scenarios with the group were most helpful."

"Excellent handouts – very informative and easy to follow – they even make sense!"

"Learning and reminding me of things about myself that I didn't know and things I already know."

"I really enjoyed the experience and learned a lot overall!!! Thank you and I am going to use what I have learned in professional and personal life."

"Good course, important for State employees."

"Learned about communication strategies such as standing by beliefs without giving up the negotiation."

"Looking at the different styles of conflict management and seeing where I am. Importance of understanding other side's issues and objectives."

"Learning how to break down a situation for resolving."

"Learned that I need to be more flexible when strategizing for a negotiation."
"Helped build the skill to figure out the other's needs."
"Knowing the different styles so I can use them and knowing when to use them."
"Learning to see the other person's point of view."
"I gained the understanding that all conflict styles can be appropriate or inappropriate depending on the situation and my role in the conflict."
"Learned how important it was to agree on the subject matter."
"The best thing was the self-evaluation of conflict styles."
"Recognizing personality types – mine and others and how we interact."
"I appreciated the specific ways to work your response when unable to 'satisfy' your clients/customers."
"Lots of practical ideas to use."
"Seeing how to deal with different people in a positive way."

BUILDING COMMUNICATIONS SKILLS: MALE/FEMALE COMMUNICATIONS

December 4 Helena

1 – 4:30 p.m.

Investment is \$90 (take the whole *Building Communication Skills* series for \$380 – a 33% savings), (discounts for multiple attendees from one organization)

Current research tells us that men and women grow up behaving in profoundly different ways, and connecting to others in profoundly different ways. This indicates that the two sexes are really trying to communicate across two different cultures. This workshop will look at these differences in the genders and in their communication styles. It will also discuss techniques to bridge these differences so that we all can understand and appreciate each other better. Bring your team members or your significant other!

Participants' comments on "Male/Female Communications"

"Greater awareness of differences between male and female cultures and its implications."
"How men and women think and their patterns of thought and process."
"This is one of the best training sessions I have been to."
"The knowledge of knowing the difference of each other. Knowing I can make it better."
"New language to discuss communication issues."
"Excellent workshop – good balance between presenters, enjoyed examples and humor."
"I'll be able to communicate better with my customers."
"Very good and enjoyable. Thank you!"
"I always enjoy PDC's presentations and always go away with more positive perspectives."
"Great class – opened my eyes!"
"Confirmation that differences are there and that both sides are valid."
"Good ideas to take back to the workplace. Good insight to supervisory problems"

"I was required to attend (and didn't want to). It was a much more enjoyable and learning experience that I expected. Enjoyed the humor."

"This was a very interesting class. It was well presented and talked about hard truth facts. It was great!"

"More awareness and understanding of the differences between males and females."

"Great class! Now if only I can put all I learned into practice."

NEW EMPLOYEE ORIENTATION

December 8 Helena

8:30 a.m. to 4:30 p.m.

Investment is \$58

This is an opportunity for new state employees to hear about and ask questions about their benefits package, retirement, classification and pay, safety, policies, training, and their rights and responsibilities.

BUILDING COMMUNICATION SKILLS: COPING WITH THE ANGRY PUBLIC

December 9 Helena

8:30 a.m. - noon

Investment is \$90 (take the whole *Building Communication Skills* series for \$380 – a 33% savings), (discounts for multiple attendees from one organization)

"I don't want a bunch of red tape! I just want this problem solved!" Sound familiar? If you face the public, you often face citizens with complaints. And some of these people are angry – angry enough to say things that make you angry, too. This workshop focuses on dealing successfully with the angry public and handling the stress the encounter may cause.

Participants' comments about "Coping with the Angry Public"

"I thought this course was excellent."

"Very good, down to earth."

"Thought the class was very good – great ideas and exercises."

"The best thing was the importance of body language and not interrupting."

"This topic was very timely – thank you."

"I thought the course was very informative and fun. We had an excellent teacher."

If you have any questions regarding this invoice, please contact Janet Thornburg difficult situations."

"Good stress management ideas after a tough session with the angry public."

"How to defuse most situations, but realizing that you can't do it all the time."

"How to relate to the customer in a non-aggressive way."

"To be a better listener and don't take things personally."

"The value of silence in confrontation. Some different phrasing for things! I am already saying, "I find it difficult ..."

"Understanding the customers' viewpoints – restating what they shared."

FACILITATING GROUPS

December 10	8:30 a.m. to 4:30 p.m.
December 11	8:30 a.m. to 4:30 p.m.
December 12	8:30 a.m. to noon

Helena

Investment is \$210 (discounts for multiple attendees from one organization)

Facilitation is a process in which the facilitator helps a group reach agreement. The facilitator is usually a neutral party whose role is to help make the agreement process easier. This hands-on workshop will teach the tools and techniques of facilitating groups. This workshop will emphasize the role of facilitator as a neutral party and the basic skills necessary to successfully bring the group together. Participants will practice the skills in class.

Participants' comment about "Facilitating Groups"

"I liked best the experience facilitating groups and observing others in the process."

"Thank you! Well worth the time and money."

"Packet of information will make good reference material."

"I learned to adjust the facilitator's role in relation to the type of meeting being held."

"I'm more comfortable being in front of, or facilitating a group. I appreciated the different ways to make it more comfortable."

"Experience in facilitating groups and observing others in the process was great."

"I gained confidence that I can facilitate. Liked the ideas for setting up meetings."

"Overall class content and presentation was very worthwhile."

"I gained the ability to identify troublesome areas and the importance of timing."

"An excellent course for someone who needed to develop skills and confidence as a facilitator."

"New ideas for meeting and workshop. Also learned the optimal group size for various objectives."

"The best thing I gained was an understanding of working with and respecting different personalities."

"I appreciated the facilitation methods and tools for various types of meetings."

"I liked the practice and feedback of what techniques work and areas to improve."

"I improved my skills and learned better meeting organization."

"Great venue for practicing with groups."

"Tools to help with facilitating and being flexible."

"How to verbally handle and control individuals who are disruptive and want to control the meetings."

"Great class! I enjoyed my time."

"Better insight into my strengths and weaknesses."

"I gained confidence, language, a process to use."

"I like opportunity to practice facilitating skills with an actual problems."
"I gained an understanding of the method and techniques needed to facilitate a group."
"I gained ideas for how to facilitate, including clarifying comments, guiding conversation, and dealing with difficult people."
"I gained more confidence in running a meeting and dealing with difficult people."
"I really enjoyed this class, one of the best I've ever been to."
"Lots of tools. Practice was great experience."
"I gained experience in using facilitation techniques, dealing with people and process issues. This was a great class!"
"I gained an understanding of the meeting participants' roles, methods for dealing with difficult people, and methods for problem-solving."

STATE ETHICS LAW

December 12

Helena

9 a.m. to noon

Investment is \$80 (discounts for multiple attendees from one organization)

2.5 CLE Ethics Credits

The statutory Code of Ethics applies to all employees of state and local government. It's important for all employees to know what it says. This seminar will provide an overview of the law in plain English.

Participants' comments about "State Ethics Law"

"John is always great – great humor, good knowledge, good trainer."
"A better understanding of where to look for and interpret ethics question."
"John has good rapport and encourages open discussion among attendees. I never felt 'cut-off' in presenting ideas or viewpoints."
"Excellent overview of Montana ethics law and practice."
"Very informative and interesting."
"Succinct handouts outlining primary provisions of Ethics Law and great discussions on many 'hypothetical' situations."
"Great class."
"Good information covering a very misunderstood aspect of our jobs."
"Excellent information."
"Clear explanation of legal environment and how it relates to ethical environment."
"This was a good overview of a complicated subject with enough lecture to get a basic grasp but focused on group work on case studies that really helped me understand the real-life application of the state ethics law."
"One of the best presenters I have heard. Very interactive, helpful and interesting; he did a great job."
"The best part was the insight into the specific laws pertaining to ethics."
"This was my first exposure to state ethics laws and I enjoyed hearing about it."

"Good analysis of stat ethics laws and the issues they raise in everyday work situations."

"Discussion among participants was interesting and lively. Appreciated some clarification of law."

"Very interesting and thought provoking."

"Discussion of real life situations involving ethical issues."

"Discussion was great! It clarified case law."

"This class got me thinking more about ethical issues and how the code of ethics applies."

"John does a great job engaging good discussion and encouraging group input."

MONTANA'S WRONGFUL DISCHARGE ACT NEW!!

December 16 Helena

8:30 a.m. – noon

Investment is \$90 (discounts for multiple attendees from one organization)

Available for 3.0 CLE credits

The Montana Legislature uniquely addressed a major area of law -- it passed the Wrongful Discharge from Employment Act. The Act balances the rights of employers with protection for employees. It imposes important responsibilities on both parties. This course is appropriate for anyone who wants to learn about the Montana statutes and important case law interpreting them.

APPROACHING SUPERVISION

December 17 Missoula

8:30 a.m. to 4:30 p.m.

Investment is \$118 (discounts for multiple attendees from one organization)

Promotions to supervisory positions generally come on the heels of technical proficiency in the work of the unit. But supervision entails an entirely different set of skills, a new type of job. This seminar identifies the overall role and scope of supervision and the skills, abilities, and personal principles needed to perform the job well.

Participants' comments about "Approaching Supervision"

"It was well organized and stayed on track which helped cover more material, all of which was relevant."

"Useful tools and tips to assist me in my management role."

"Great class - I learned a lot from it."

"Helped me recognize some of the 'normal' things people go through when taking a new position."

"Clarification of supervisor's role and responsibility."

"How to communicate better in pressure situations."

"Best part: seven things not to do as a supervisor. Instructor did a good job of responding to questions and giving examples."

"Wonderful instructor, great speaker, easy to listen to, would definitely attend another of his presentations."

"The best thing about the course was the encouragement of better listening and communication skills."

"Affirmed a lot of my beliefs on how to be a good supervisor. I was very happy with what was presented in the time frame allowed."

"The best thing was the concept of matching leadership style to an employee's needs."

"Appreciated learning what kind of leader I am."

"The best thing I gained was the recognition of the range of human styles, progression of feeling in transition."

"I gained a better understanding of what a supervisor's role is and is not."

"This was a very good course. It gave a lot of insight to being and becoming a better manager."

"Better understanding of how to effectively supervise my area. What areas/skills I need to work on personally."

"I highly recommend others to take this class. Thank you for the opportunity."

"This class changed my opinion of what my role is and what supervisory power is."

"I learned that my leadership style needs to change according to the circumstances."

"This class was informative, well-presented, entertaining, with good feedback, insight, and knowledge that can be applied in any situation."

"Director/Coach/Supporter/Delegator concept and the need to vary response depending on the need of the individual was the most beneficial part of the workshop."

"Very worthwhile class. Thank you."

"Great class! Thank you."

"A better understanding of how both sides look at supervision and how best to handle it from the supervision side."

"Great course, good discussion among the group, made the course very interesting."

"Renewed awareness of supervisor/employee relations."

"This course showed me what kind of leader/manager I would be and see areas that I can improve on, such as communications, before I become a manager, making me a better manager in the long run."

"Learning about using different leadership styles in different situations."

"I liked the way you addressed and valued all comments and managed to bring discussion back to topic."

"New ideas, new perspective. Insight into myself."

"Learning how to become a more effective supervisor and dealing with different types of employees."

"The best thing was examining the leadership styles and suiting the leadership to the person/situation."

"Realizing how important communication is!"

"The ability to adjust my coaching skills as required by the situation."

"Learned different ways to support and manage people."
 "Learned what a supervisor is NOT responsible for."
 "The transition model for new supervisors was very interesting. Knowing that some of these changes are expected."
 "Clear understanding of what a supervisory position requires."
 "Learned more about communicating and being supportive."
 "Improving communication skills and delegating tasks."
 "Learned what the gains and losses are in becoming a supervisor."
 "Learned that you can't motivate your workers but if you motivate yourself it will help others."
 "The most valuable thing about this course was the understanding of how the basics of management sometimes aren't black and white. Good concepts."
 "John kept the group engaged, had good examples, transitioned from topic to topic well."
 "The information that different types of situations require a different type of supervision was valuable."
 "Provided very useful information for a beginning supervisor."

EFFECTIVE PRESENTATIONS

December 17 8:30 a.m. to 4:30 p.m.

December 18 8:30 a.m. to 4:30 p.m.

December 19 8:30 a.m. to noon

Helena

Investment is \$210 (discounts for multiple attendees from one organization)

Anyone who wishes to improve his or her skills in public speaking and giving presentations to groups of all sizes will benefit from this 16-hour workshop. It takes the participant through the various steps necessary to develop and present effective public presentations. Each participant will be videotaped twice while making actual presentations.

Participants' comments about "Effective Presentations"

"Exceeded my expectations. I especially liked the videotaping and the feedback from other participants. Builds confidence and offers good pointers."
 "Gained confidence; I'm less nervous. Personal video critique will help in future presentations. Comments helpful."
 "Liked the speaking to adults and involving the adult learner."
 "Very helpful – I learned what to do to be better prepared. The evaluations from the class member plus the instructors are of great value."
 "Liked being made aware of fine tuning speeches, i.e., stance, use of visuals."
 "I learned some very valuable tips. It's very helpful to see yourself on tape."
 "A closer look at my flaws and tips on how to overcome them. A lot of balance and variety."
 "Overall, very good course, built my confidence, gave me a lot of tips to help me in future. I will recommend it to others. Thank you."
 "Different ideas and implementation of presentations. Ways to present."

"Very positive attitude. Enjoyed the class very much."
"Thank you for the class. The video taping helped me."
"Good, valuable workshop."
"I learned more self-confidence and tools to organize better."
"Great workshop – lots of practical information and tools."
"I will recommend this course to several at my office."
"Best PDC training yet!"
"I learned a lot of helpful techniques to present or to make my presentation more effective – wonderful class!"
"Video taping was an excellent tool."
"How to use nervous energy and make it productive. Really prepare and practice."
"This was one of the best classes I have taken – I would recommend it to everyone."
"Learning confidence and knowing your audience. The videotape worked wonderfully – I was very nervous at first."
"I am very pleased with this course and will let others know it is a great one."
"I am more self-confident after only three days!"
"I didn't look as scared or lame-brained as I felt – videotaping is not death!"
"I gained a trust in the abilities I already have. Presentations aren't so hard when you get out of your head."
"I think this has been a wonderful class!"
"I gained a lot of confidence regarding presentations. I was able to see where to make improvements and feel able to do so."